

ACTEDS COMPETENCIES
CAREER FIELD 51 (MWR)
SERVICES FUNCTIONAL AREA

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LEGEND:

SVD - 0342: Services Chief - (100)
MKG - 1101: Marketing Chief - (200)
CON - 1102: Contracting Chief - (300)
TNG - 1712: Training Chief - (400)
WHS - 6907: Warehousing Chief - (500)
SUP - 2001: Supply Chief - (600)
MAI - 4749: Maintenance Chief - (700)
RCY - 0301: Recycling Chief - (800)
ISO - 0334: Information Services Off - (900)

| KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K001. Knowledge of Army mission, goals, organizations, and functions. | X | X | X | X | X | X | X | X | X |
| K002. Knowledge of DOD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and differences between military and civilian personnel). | X | X | X | X | X | X | X | X | X |
| K003. Knowledge of historical background of MWR programs and direction. | X | X | X | X | X | X | X | X | X |
| K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics and database management). | X | X | X | X | X | X | X | X | X |
| K005. Knowledge of MWR Commercial Sponsorship Program; and marketing practices (e.g., Market | X | X | X | | | | | | |

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|--|---|---|---|---|---|---|---|---|---|
| K001. Knowledge of Army mission, goals, organizations, and functions. | X | X | X | X | X | X | X | X | X |
| Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation). | | | | | | | | | |

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|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K006. Knowledge of the appropriated fund (APF) and nonappropriated (NAF) accounting structure and systems. | X | X | | X | | X | X | X | X |
| K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major Construction, NAF Capital Purchase Minor and Construction, APF/NAF Synchronization Budget, 5-year Plan, etc.) | X | X | | X | | | | X | X |
| K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements unobligated | X | X | X | X | X | X | X | X | X |

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|--|---|---|---|---|---|---|---|---|---|
| balances, outlays). | | | | | | | | | |
| K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost of goods sold). | X | X | | | | | | X | |
| K010. Knowledge of the NAF Risk Management Program (RIMP). | X | X | X | X | X | X | X | X | X |

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|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund). | X | X | X | X | X | X | X | X | X |
| K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel | X | X | X | X | X | X | X | X | X |

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|---|---|---|---|---|---|---|---|---|---|
| Requirements Document (PRD)). | | | | | | | | | |
| K013. Knowledge of APF and NAF acquisition, procurement and contracting (e.g., Blanket Purchase Agreement [BPAs], NAF Purchase Request, Order for Supplies or Service/Request for Quotations [DA FORM 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR] regulations and procedures). | X | X | X | X | | | X | X | X |
| K014. Knowledge of APF and NAF property management (e.g., fixed assets, End of Month Inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfer of property, Report of Survey, property book accountability). | X | X | X | X | X | X | X | X | X |

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| K015. Knowledge of accepted customer relations/ service practices, techniques, and programs. | X | X | X | X | X | X | X | X | X |

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|--|---|---|---|---|---|---|---|---|---|
| K016. Knowledge of career planning goals, policies, procedures, and training. | X | X | X | X | X | X | X | X | X |
| K017. Knowledge of group dynamics and its impact on meeting organizational goals. | X | X | X | X | X | X | X | X | X |
| K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation. | X | X | X | X | X | X | X | X | X |
| K019. Knowledge of leadership and management behaviors and techniques, including understanding of the Army's leadership competencies and the Office of Personnel Management's managerial competencies. | X | X | X | X | X | X | X | X | X |
| K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions. | X | X | X | X | X | X | X | X | X |

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| K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques. | X | X | X | X | X | X | X | X | X |
| K022. Knowledge of Total Army Quality concepts and applications. | X | X | X | X | X | X | X | X | X |
| K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Services programs and operations (e.g., warehousing, NAF contracting and procurement, marketing, distribution, Supply recycling, training, management information, facility and equipment maintenance, inventory and property control). | X | | | | | | | | |
| K102. Knowledge of federal/DoD/DA/CFSC fire, safety, and accident prevention regulations and procedures as they relate to Services' facilities, storage areas and activities. | X | | | | | | | | |
| K103. Knowledge of federal/DoD/DA/CFSC health and sanitation laws, regulations, and procedures, and program standards as they relate to Services' facilities, storage areas, and activities. | X | | | | | | | | |

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| K104. Knowledge of methodologies and techniques to balance and prioritize programs within total resource availability (e.g., decision analysis, functional and program reviews such as Program Budget Committees (PBCs), Program Budget Advisory Committees (PBACs), or command specific equivalents). | X | X | X | X | X | X | X | X | X |
| K105. Knowledge of manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, and reporting processes. | X | X | X | X | X | X | X | X | X |
| K106. Knowledge of military customs and protocol. | X | X | | | | | | | |
| K107. Knowledge of methodologies and techniques to balance and prioritize programs within total resource availability. | X | X | X | X | X | X | X | X | X |
| K108. Knowledge of program analysis and evaluation (e.g., analysis of program policies, source estimates and utilization, balances within and between programs), including program issues and analytical techniques to measure progress toward objectives and to identify actual or potential problems, trends, and accomplishments. | X | X | X | X | X | X | X | X | X |

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| K109. Knowledge of commercial entertainment (e.g., procurement, payments, royalties, and copyrights). | X | X | X | X | X | X | X | X | X |
| K110. Knowledge of Management Control Program policy, procedures, and processes (AR 11-2). | X | X | X | X | X | X | X | X | X |
| K111. Knowledge of base operations (BASOPS). | X | X | X | X | X | X | X | X | X |
| K112. Knowledge of program administration/management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation). | X | X | X | X | X | X | X | X | X |
| K113. Knowledge of standard first aid and basic CPR techniques. | X | X | X | X | X | X | X | X | X |
| K201. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Marketing and Advertising programs and operations. | X | X | | | | | | | |
| K202. Knowledge of techniques and methods of | X | X | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|
| K109. Knowledge of commercial entertainment (e.g., procurement, payments, royalties, and copyrights). | X | X | X | X | X | X | X | X | X |
| conducting and analyzing surveys of patrons and competing programs/services. | | | | | | | | | |

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| K203. Knowledge of marketing, economics analysis, business practices and procedures in service and resale industries. | | X | | | | | | | |
| K204. Knowledge of various print media and reproduction process. | | X | | | | | | | |
| K205. Knowledge of factors used in identifying products and services that can be retailed on the installation. | | X | | | | | | | |
| K206. Knowledge of concept, design, style, format and cost-analysis for market promotional programs/projects (e.g., flyers, banners, newspaper ads, posters, special events, give-always, discount coupons). | | X | | | | | | | |

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|---|--|---|--|--|--|--|--|--|--|
| K203. Knowledge of marketing, economics analysis, business practices and procedures in service and resale industries. | | X | | | | | | | |
| | | | | | | | | | |
| K207. Knowledge of contracting rules and procedures (APF and NAF) applicable to advertising and marketing contracts with commercial and government sources. | | X | | | | | | | |
| K208. Knowledge of market structure and trends, competitive relationship, retail and wholesale trade practices and restrictions. | | X | | | | | | | |

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| K209. Knowledge of distribution channels and costs, business financing, and credit practices. | | X | | | | | | | |
| K210. Knowledge of principles of advertising and consumer motivation to attain increased retail revenues and higher net-income results, and improved services. | | X | | | | | | | |

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|---|---|---|---|--|--|--|--|--|--|
| K209. Knowledge of distribution channels and costs, business financing, and credit practices. | | X | | | | | | | |
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| K301. Knowledge of federal/DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to execution of NAF Contracting services and operations. | X | | X | | | | | | |
| K302. Knowledge of methodology for preparing, maintaining, and updating Acquisition Plan. | | | X | | | | | | |
| K303. Knowledge of the technical and administrative requirements in developing technical evaluation criteria and source selection plans. | | X | X | | | | | | |

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| K304. Knowledge of available Nonappropriated Fund Contracting policy, documents (e.g., regulation [AR 215-4], circulars, directives) needed to contract or procure utilizing nonappropriated funds (NAF). | X | | X | | | | | | |
| K305. Knowledge of methodology and procedures for determining the most appropriate type of contract, agreement or purchase, given the nature of the requirement and market condition (e.g., firm fixed-price, indefinite quantity, indefinite delivery, cost-plus, fixed-fee). | X | | X | | | | | | |
| K306. Knowledge of contract clauses and provisions and applicability (e.g., special packaging instructions, use of government-furnished property, or first article testing, or preproduction samples). | | | X | | | | | | |
| K307. Knowledge of special program considerations (e.g., small business and disadvantaged business set-asides or labor surplus areas). | | | X | | | | | | |

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| K308. Knowledge of principles in determining adequate competition is justified, given the nature of the requirement, market conditions, and procedural constraints. | X | | X | | | X | | | |
| K309. Knowledge of how to advise and assist NAF activities in developing and maintaining program plans, budgets, and schedules to reflect procurement lead times and market conditions (e.g., vendor delivery terms, procurement strategies). | | | X | | | | | | |
| K310. Knowledge of how to identify and establish sources of supplies or services and conduct business-related market research. | | X | X | | | | | | |
| K311. Knowledge of NAF procurement practices and procedures. | X | X | X | | | | | | |
| K312. Knowledge of principles and criteria used to determine the most appropriate method of | | | X | | | | | | |

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|---|---|--|---|--|--|---|--|--|--|
| K308. Knowledge of principles in determining adequate competition is justified, given the nature of the requirement, market conditions, and procedural constraints. | X | | X | | | X | | | |
| procurement given the nature of the requirement and market conditions (e.g., small purchase procedures, oral versus written solicitation, sealed bidding, competitive negotiations or two-step sealed bidding). | | | | | | | | | |

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|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K313. Knowledge of procedures used in contract negotiations, contract cost principles, and standards. | | | X | | | | | | |
| K314. Knowledge of the technical and administrative requirements in preparing solicitation documents. | | | X | | | | | | |
| K315. Knowledge of methodology in evaluating and responding to pre-award inquiries concerning solicitations. | | | X | | | | | | |

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|--|--|--|---|--|--|--|--|--|--|
| K313. Knowledge of procedures used in contract negotiations, contract cost principles, and standards. | | | X | | | | | | |
| K316. Knowledge of methodology in amending solicitations, extending the solicitation period, and canceling solicitations. | | | X | | | | | | |
| K317. Knowledge of methodology that must be used in evaluating bids/proposals, including such aspects as disposing of late bids, determining responsiveness, and determining the lowest total price bid/quotation. | | | X | | | | | | |

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| K318. Knowledge of methodology and techniques used in developing negotiation strategies, tactics, and conducting negotiation conferences with offeror's representative. | | | X | | | | | | |
| K319. Knowledge of techniques used in developing recommendations on selection, awarding, and providing notice of award. | | | X | | | | | | |
| K320. Knowledge of verbal techniques required to brief unsuccessful offerors, and conduct post-award orientations to successful offerors. | | | X | | | | | | |
| K321. Knowledge of technical and administrative requirements used in NAF contract administration. | | | X | | | | | | |
| K322. Knowledge of principles used in developing contract administration plans and techniques used in instructing technical representatives and function specialists (e.g, roles, authority, responsibilities, limits). | | | X | | | | | | |

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|---|--|--|---|--|--|--|--|--|--|
| K318. Knowledge of methodology and techniques used in developing negotiation strategies, tactics, and conducting negotiation conferences with offeror's representative. | | | X | | | | | | |
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| K323. Knowledge of the procedures and practices in modifying contracts through administrative modifications, change orders, supplemental agreements, or exercising options. | | | X | | | | | | |
| K324. Knowledge of methodology for determining contract progression and compliance (e.g, contract schedule, approval/denial of performance time extensions, inspection/acceptance procedures, requirements, and practices). | | | X | | | | | | |
| K325. Knowledge of technical and administrative procedures in determining and issuing stop or resume work orders, termination of contracts for default or convenience of the government (e.g., show cause notices, refusal to accept deliveries, assessment of liquidated damages, negotiation of consideration for delinquent). | | | X | | | | | | |
| K326. Knowledge of procedures for initiating adverse actions for fraud and other civil or criminal offenses, and principles used to select | | | X | | | | | | |

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|---|--|--|---|--|--|--|--|--|--|
| K323. Knowledge of the procedures and practices in modifying contracts through administrative modifications, change orders, supplemental agreements, or exercising options. | | | X | | | | | | |
| evidence on performance failings for referral to debarment officials. | | | | | | | | | |

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| K327. Knowledge of technical and administrative requirements for issuing payments to contractors (e.g., requests for progress payments, processing of contractor invoices, release of claims, assignment of payments, adjusting contract fund requirements, withholding and set-off of payments). | | | X | | | | | | |
| K328. Knowledge of methodology in implementing contract closeout. | | | X | | | | | | |
| K329. Knowledge of methodology for reviewing and accepting contractor's accounting and cost | | | X | | | | | | |

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|---|--|--|---|--|--|--|--|--|--|
| K327. Knowledge of technical and administrative requirements for issuing payments to contractors (e.g., requests for progress payments, processing of contractor invoices, release of claims, assignment of payments, adjusting contract fund requirements, withholding and set-off of payments). | | | X | | | | | | |
| estimating systems and techniques used in monitoring contractor's financial conditions. | | | | | | | | | |
| K330. Knowledge of principles and methodology used in settling claims and determining the validity of claims and dispute process. | | | X | | | | | | |
| K331. Knowledge of criteria used to determine the requirements of desirability of bonds and procedures to secure and administer bonds. | | | X | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|
| K332. Knowledge of principles and procedures in reviewing, determining, and approving/denying contractor's request for the use of government property, special tooling, and special test equipment as a part of the contract. | | | X | | | | | | |
| K333. Knowledge of business and industry practices, sources of supply, cost factors, and requirements characteristics. | | | X | | | | | | |
| K401. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to execution of MWR Civilian (APF and NAF) Training Programs. | X | | | X | | | | | |
| K402. Knowledge of the methods and techniques for "adult learning" and instruction. | | | | X | | | | | |
| K403. Knowledge of conducting needs assessment (training survey) and task analysis to determine desired learning objectives. | | | | X | | | | | |
| K404. Knowledge of training forms and records to include Individual Development Plans (IDPs). | X | X | X | X | X | X | X | X | X |

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LEGEND:

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MKG - 1101: Marketing Chief - (200)
CON - 1102: Contracting Chief - (300)
TNG - 1712: Training Chief - (400)

WHS - 6907: Warehousing Chief - (500)
 SUP - 2001: Supply Chief - (600)
 MAI - 4749: Maintenance Chief - (700)
 RCY - 0301: Recycling Chief - (800)
 ISO - 0334: Information Services Off - (900)

| KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K405. Knowledge of available training sources to include the installation, local schools, colleges, universities, and the CFS Training Center. | X | X | X | X | X | X | X | X | X |
| K501. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR warehousing services and operations (e.g., receiving, storing issuing, and inventorying). | X | | | | X | | | | |
| K502. Knowledge of warehouse planning to include arranging stock for maximum convenience of handling, ease of movement, and protection from damage, deterioration, and pilferage. | X | | | | X | X | | | |
| K503. Knowledge of turnover rates and establishment and maintainance of appropriate (par) stockage levels. | X | | | | X | X | | | |
| K504. Knowledge of warehouse inventory procedures. | X | | | | | | | | |
| K505. Knowledge of shipping procedures and documents to include way bills, government bills of lading (GBL), railroad manifest sheets, and carrier arrival notices. | X | | X | | X | X | | | |

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| KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K601. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of supply services and operations. | X | | | | X | | | | |
| K602. Knowledge of inventory accounting. | | | | | X | X | | | |
| K603. Knowledge of APF and NAF supply requisition methodology. | X | | | | | X | | | |
| K604. Knowledge of logistics policy. | | | | | | X | | | |
| K605. Knowledge of inventory management policy. | | | | | X | X | | | |
| K606. Knowledge of supply program management. | X | | | | | X | | | |
| K607. Knowledge of material distribution. | | | | | X | X | | | |
| K608. Knowledge of equipment authorization. | | | | | X | X | X | | |

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| KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K701. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Maintenance services and operation (e.g., NAF Capital Purchase and Minor Construction (CPMC) and APF/NAF Major Construction, carpentry, painting, plumbing, MWR equipment repair, and motor vehicle repair). | X | | | | | | X | | |
| K702. Knowledge to coordinate on NAF Capital Purchase and Minor Construction (CPMC) and APF/NAF Major Construction with the Directorate of Engineering and Housing (DEH) and other staff proponents. | X | | | | | | X | | |
| K703. Knowledge in maintenance methods for a combination of trades to include carpentry, painting, and plumbing. | | | | | | | X | | |
| K704. Knowledge of the various hand and power trade tools used in the carpentry, painting, and plumbing trades. | | | | | | | X | | |

| | | | | | | | | | |
|---|---|--|--|--|--|--|---|---|--|
| K701. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Maintenance services and operation (e.g., NAF Capital Purchase and Minor Construction (CPMC) and APF/NAF Major Construction, carpentry, painting, plumbing, MWR equipment repair, and motor vehicle repair). | X | | | | | | X | | |
| K801. Knowledge of federal/state/DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Recycling Program and operations. | X | | | | | | X | X | |

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KNOWLEDGE

| | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K802. Knowledge of various recyclable materials, collection, separation, processing, storage, and recovery procedures. | X | | X | | X | X | X | X | |
| K803. Knowledge of various pieces of equipment utilized in recycling (e.g., special purpose motor vehicles, boom crane, fork lifts, balers, glass crushers, conveyors) and procedures for safe operation. | X | | | | X | X | X | X | |

| | | | | | | | | | |
|---|---|--|---|--|---|---|---|---|---|
| K802. Knowledge of various recyclable materials, collection, separation, processing, storage, and recovery procedures. | X | | X | | X | X | X | X | |
| | | | | | | | | | |
| K804. Knowledge of record keeping procedures regarding recyclable materials. | X | | | | X | X | X | X | |
| K805. Knowledge of market conditions and prices in order to determine if to sell, or hold, to obtain the best price. | | | | | | | | X | |
| K901. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Information Systems programs and services. | X | | | | | | | | X |

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| KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K902. Knowledge of computer systems analysis and design procedures, practices, and techniques. | | | | | | | | | X |
| K903. Knowledge of computer information system development and management. | | | | | | | | | X |
| K904. Knowledge of advanced computer language and programming techniques (e.g., FORTRAN, COBOL, C, DBASE). | | | | | | | | | X |
| K905. Knowledge of fourth-generation computer languages (4GL). | | | | | | | | | X |
| K906. Knowledge of integrated data processing concepts and techniques. | | | | | | | | | X |
| K907. Knowledge of database design, development, and administration. | | | | | | | | | X |
| K908. Knowledge of computer system network design, development and interface, (includes local area | | | | | | | | | X |

| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|---|
| K902. Knowledge of computer systems analysis and design procedures, practices, and techniques. | | | | | | | | | X |
| networks, wide area networks and peer-to-peer networks). | | | | | | | | | |

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| KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K909. Knowledge of network administration requirements, procedures, and practices. | | | | | | | | | X |
| K910. Knowledge of computer system component/hardware integration and configuration. | | | | | | | | | X |
| K911. Knowledge of computer system software integration techniques, practices, and procedures. | | | | | | | | | X |
| K912. Knowledge of network operating system software. | | | | | | | | | X |
| K913. Knowledge of data communications and transfer procedures, techniques, and practices | | | | | | | | | X |

| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|---|
| K909. Knowledge of network administration requirements, procedures, and practices. | | | | | | | | | X |
| K914. Knowledge of remote communications techniques, practices, and procedures. | | | | | | | | | X |
| K915. Knowledge of general computer system troubleshooting procedures, practices, and techniques. | | | | | | | | | X |

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| KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| K916. Knowledge of computer/ADP system security practices, procedures, and techniques. | | | | | | | | | X |
| K917. Knowledge of the Army Information Resources Management Program (AR 25-1). | X | | | | | | | | X |

| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|---|
| K916. Knowledge of computer/ADP system security practices, procedures, and techniques. | | | | | | | | | X |
| K918. Knowledge of Army Life Cycle Management of Information Systems (AR 25-3). | | | | | | | | | X |
| K919. Knowledge of Safeguarding Defense Information Program (AR 380-5). | | | | | | | | | X |

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SUPERVISORY KNOWLEDGE

| | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| S001. Knowledge of federal and NAF position management and classification systems (e.g., job description, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]). | X | X | X | X | X | X | X | X | X |
| S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training). | X | X | X | X | X | X | X | X | X |
| S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligible, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures. | X | X | X | X | X | X | X | X | X |

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| SUPERVISORY KNOWLEDGE | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices). | X | X | X | X | X | X | X | X | X |
| S005. Knowledge of Army civilian APF/NAF career management and MWR Personnel Proponency requirements and procedures, to include the Army Civilian Career Evaluation System (ACCES) and the Army Civilian Training, Education, and Development System (ACTEDS). | X | X | X | X | X | X | X | X | X |
| S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations). | X | X | X | X | X | X | X | X | X |

| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|---|
| | | | | | | | | | |
| S007. Knowledge of supervisory responsibilities in management of technical projects and personnel in development of integrated computer management information systems. | | | | | | | | | X |

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| ABILITIES | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training. | X | X | X | X | X | X | X | X | X |
| A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade. | X | X | X | X | X | X | X | X | X |
| A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work. | X | X | X | X | X | X | X | X | X |
| A004. Human relations ability: Encompasses ability to interact with others in an one-to-one or group situation (often called "teamwork," "cooperation," "interpersonal skill," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals. | X | X | X | X | X | X | X | X | X |

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| ABILITIES | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality , assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or performance by comparison against standards and objectives. | X | X | X | X | X | X | X | X | X |
| A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memorandums, letters, briefing materials, manuals). | X | X | X | X | X | X | X | X | X |
| A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems. | X | X | X | X | X | X | X | X | X |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter"). | X | X | X | X | X | X | X | X | X |
| A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making. | X | X | X | X | X | X | X | X | X |

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|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| A010. Ability to apply effective leadership style or follower feedback style in a given situation. | X | X | X | X | X | X | X | X | X |
| A011. Ability to understand how individual values affect decisions and professional ethics. | X | X | X | X | X | X | X | X | X |
| A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and conflict management. | X | X | X | X | X | X | X | X | X |

| | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| A013. Ability to understand the role of values and ethics in supervision. | X | X | X | X | X | X | X | X | X |
| A014. Ability to use a systems model in assessing organization operation/performance. | X | X | X | X | X | X | X | X | X |
| A015. Ability to recognize and develop human potential and increase productivity through sound management practices. | X | X | X | X | X | X | X | X | X |
| A016. Ability to understand power and authority in management. | X | X | X | X | X | X | X | X | X |

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ABILITIES

| | SVD | MKG | CON | TNG | WHS | SUP | MAI | RCY | ISO |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| A017. Ability to understand management and motivation, including value clarification. | X | X | X | X | X | X | X | X | X |
| A018. Ability to understand organizational functioning through basic systems models. | X | X | X | X | X | X | X | X | X |

| | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|
| A019. Ability to recognize stages of group development and signs in building cohesive, high-performance teams. | X | X | X | X | X | X | X | X | X |
| A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices. | X | X | X | X | X | X | X | X | X |
| A021. Ability to write newspaper, magazine, bulletin, radio and TV releases and announcements. | | X | | | | | | | |
| A022. Ability to advise and assist requesting activities in formulating purchase requests for small purchases. | | | X | | | | | | |
| A023. Ability to develop, maintain, and update informal procurement plans and milestones for complex small purchases. | | | X | | | | | | |

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ABILITIES

SVD MKG CON TNG WHS SUP MAI RCY ISO

| | | | | | | | | | |
|---|--|--|---|--|--|--|--|--|---|
| A024. Ability to apply procedures for making awards under small purchase thresholds. | | | X | | | | | | |
| A025. Ability to develop computer information system design and integration plans. | | | | | | | | | X |
| A026. Ability to analyze computer information systems, determine modification requirements and enhancements, and to recommend upgrades. | | | | | | | | | X |
| A027. Ability to design a management information system network. | | | | | | | | | X |
| A028. Ability to perform network system supervisory and administrator tasks. | | | | | | | | | X |
| A029. Ability to develop and document computer applications software. | | | | | | | | | X |
| A030. Ability to develop and perform computer system application software qualification tests. | | | | | | | | | X |

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|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| A031. Ability to present effective user training for hardware and software. | | | | | | | | | X |
| A032. Ability to conduct in-progress reviews of computer applications and computer system development by third-party vendors and validate compliance with specifications. | | | | | | | | | X |

MASTER TRAINING PLAN

SERVICES FUNCTIONAL AREA

| <u>CAREER PHASE</u> | <u>GRADE</u> | <u>TRAINING/RECOMMENDED SOURCE</u> | <u>COMPETENCIES</u> |
|-------------------------|----------------|---|--|
| ENTRY/ TRAINEE | NF 3 GS 5-7 | MANDATORY, PRIORITY 1: | |
| | | Intern Leadership Development Course Center for Army Leadership Fort Leavenworth, KS (1 week) | K001, K016, K017, A002, A004, A005, A007, A008, A009, A010, A011, A012 |
| | | TARGET: NAF Management Trainees or APF Interns | |
| | | Community and Family Support Management Course Community and Family Support Training Center Falls Church, VA (3 weeks) | K001, K002, K003, K004, K005, K006, K007, K008, K009, K010, K011, K012, K013, K014, K015, K201, K205, K206, K208, K301, K303, K304, K305, K306, K310, K311, K333, K404, K405, K603, K608 |
| | | TARGET: New MWR Managers, NAF Management Trainees/APF Interns | |
| | | MANDATORY, PRIORITY 2: | |
| | | Nonappropriated Fund Contracting Course (BASIC) Community and Family Support Training Center Falls Church, VA (1 week) | K301, K303, K304, K305, K306, K307, K308, K309, K310, K311, K312, K313, K321, K322, K323, K324, K326, K327, K332, A022, A023, A024 |
| | | TARGET: Entry NAF Contracting Specialists, Marketing Specialists | |

| <u>CAREER PHASE</u> | <u>GRADE</u> | <u>TRAINING/RECOMMENDED SOURCE</u> | <u>COMPETENCIES</u> |
|---------------------------|----------------|--|---|
| ENTRY/ TRAINEE | NF 3 GS 5-7 | RECOMMENDED, PRIORITY 3: Nonappropriated Fund Contracting Course (ADVANCED) Community and Family Support Training Center Falls Church, VA (2 week) TARGET: Entry NAF Contracting Specialists | K301, K303, K304, K305, K306, K307, K308, K309, K310, K311, K312, K313, K314, K315, K316, K317, K318, K319, K320, K321, K322, K323, K324, K325, K326, K327, K328, K329, K330, K331, K332, A022, A023, A024 |
| | | Introduction to Contracting U.S. General Services Administration Interagency Training Center Arlington, VA 22215-0608 (4 weeks) OR Contracting Fundamentals - Army Correspondence Course (CON 101) Army Institute for Professional Development U.S. Army Training Support Center Newport News, VA 23628-0001 | K302, K303, K305, K308, K309, K311, K312, K313, K314, K315, K316, K317, K318, K319, K320, K321, K322, K323, K324, K325, K326, K327, K328, K329, K330, K331, A022, A023, A024 |
| | | TARGET: Entry NAF Contracting Specialists, Information Services Officers | |

Effective Army Writing
Local CPO/on site (1 week)

A006

TARGET: All

| <u>CAREER PHASE</u> | <u>GRADE</u> | <u>TRAINING/RECOMMENDED SOURCE</u> | <u>COMPETENCIES</u> |
|-------------------------|--------------|------------------------------------|---------------------|
|-------------------------|--------------|------------------------------------|---------------------|

| | | | |
|---------------------------|----------------|--------------------------|--|
| ENTRY/ TRAINEE | NF 3 GS 5-7 | RECOMMENDED, PRIORITY 3: | |
|---------------------------|----------------|--------------------------|--|

Standard First Aid and Basic CPR
Local CPO or American Red Cross

K113

TARGET: All

| | | | |
|-------------------|-----------------|------------------------|--|
| SPECIALIST | NF 4 GS 9-12 | MANDATORY, PRIORITY 1: | |
|-------------------|-----------------|------------------------|--|

Supervisor Development Course-Correspondence
(local CPO on-site supplement)
Army Institute for Professional Development
U.S. Army Training Support Center
Fort Eustis, VA

A003, A004, A005,
A007, A008, A012,
S001, S002, S003,
S004, S005, S006,

TARGET: New Supervisors

Leadership Education and Development Course
Center for Army Leadership

A003, A004, A005,
A007, A008, A012

Fort Leavenworth, KS, or on-site locally (1 week)

TARGET: New Supervisors

MANDATORY, PRIORITY 2:

Contract Administration

Community and Family Support Training Center
Falls Church, VA (1 week)

TARGET: NAF Contracting Specialists

K319, K320, K321,
K322, K323, K324,
K325, K326, K327,
K328, K329, K330,
K331, A024

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

SPECIALIST NF 4
GS 9-12

MANDATORY, PRIORITY 2:

Contract Negotiation Course

Community and Family Support Training Center
Falls Church, VA (1 week)

TARGET: NAF Contracting Specialists

K318

**Developing Statements of Work for Negotiated
Procurement**

U.S. General Services Administration
Interagency Training Center
Arlington, VA 22215-0608 (1 week)

TARGET: NAF Contracting Specialists

K308, A023

RECOMMENDED, PRIORITY 3:

Contracting Officer's Representative Course (COR) K307, K320, K321,
 U.S. Army Logistics Management College K323, K324, K326
 Fort Lee, VA (1 week) or General Services
 Administration Regional Training Site

TARGET: Marketing Specialists,
 NAF Contracting Specialists

| <u>CAREER PHASE</u> | <u>GRADE</u> | <u>TRAINING/RECOMMENDED SOURCE</u> | <u>COMPETENCIES</u> |
|-------------------------|--------------------|---|--|
| SPECIALIST | NF 4 GS 9-12 | RECOMMENDED, PRIORITY 3: Information Resource Management Course U.S. Army Management Engineering College Rock Island, IL (1 week) TARGET: Information Services Officers | K902, K903, K906, K907, K908, K910, K911 |
| MANAGERIAL | NF 4-5 GS 12-14 | MANDATORY, PRIORITY 1: Manager Development Course-Correspondence | K001, K016, K017, |

Army Institute for Professional Development
 U.S. Army Training Support Center
 Fort Eustis, VA

TARGET: New Managers

K018, K019, K020,
 K021, A002, A004,
 A006, A010, A011,
 A012, A013, A014,
 A015

MANDATORY, PRIORITY 2:

Organizational Leadership for Executives
 Center for Army Leadership
 Fort Leavenworth, KS (2 weeks)

TARGET: New Managers

K018, K021, A002,
 A003, A004, A009,
 A010, A011, A013,
 A014, A015, A019

Division Chiefs' Course
 Community and Family Support Training Center
 Falls Church, VA (3 weeks)

TARGET: Services Division Chiefs

K001, K003, K005,
 K006, K008, K009,
 K011, K012, K016,
 K017, K018, K019,
 K020, K021, K101,
 K102, K103, K105

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL NF 4-5
 GS 12-14

MANDATORY, PRIORITY 2:

**Automated Information Systems Management
 for Executives**

Department of Defense Computer Institute
 Washington Navy Yard, Washington, DC (1 week)

TARGET: Information Services Officers

K903, K908, K910

| | |
|--|-------------------|
| Personnel Management for Executives | A002, A004, A006, |
| Army Center for Civilian Human Resource | A010, A011, A012, |
| Management (Taught at regional training | A013, A016, A017, |
| sites)(1.3 weeks) | A019, A020 |

TARGET: Managers (To be scheduled after several years of managerial experience)

| | |
|--|------------------|
| Cost/Price Analysis | K312, K328, K329 |
| Community and Family Support Training Center | |
| Falls Church, VA (1 week) | |

TARGET: NAF Contracting Specialists (With a requirement for a Warrant)

| | |
|--|-------------------|
| Contract Law | K320, K321, K322, |
| Community and Family Support Training Center | K323, K324, K325, |
| Falls Church, VA (1 week) | K326 |

TARGET: NAF Contracting Specialists (With a requirement for a Warrant)

RECOMMENDED, PRIORITY 3:

| | |
|--|------------|
| Contracting for Architect/Engineer Services | K318, K330 |
| U.S. General Services Administration | |
| Interagency Training Center | |
| Arlington, VA 22215-0608 (5 days) | |

TARGET: NAF Contracting Specialists (With a requirement for a Warrant)

| <u>CAREER</u> | <u>GRADE</u> | <u>TRAINING/RECOMMENDED SOURCE</u> | <u>COMPETENCIES</u> |
|-------------------|--------------------|--|---------------------|
| MANAGERIAL | NF 4-5 GS 12-14 | RECOMMENDED, PRIORITY 3: | |
| | | Construction Contracts | K318, K330 |
| | | Community and Family Support Training Center | |

Falls Church, VA (1 week)

TARGET: NAF Contracting Specialists

ADP Contracting

K319, K903

U.S. General Services Administration
Interagency Training Center
Arlington, VA 22215-0608 (5 days)

TARGET: NAF Contracting Specialists (With a
requirement for a Warrant),
Information Services Officers

Contracting for Services

K318

U.S. General Services Administration
Interagency Training Center
Arlington, VA 22215-0608 (5 days)

TARGET: NAF Contracting Specialists

| <u>CAREER</u> <u>PHASE</u> | <u>GRADE</u> | <u>TRAINING/RECOMMENDED SOURCE</u> | <u>COMPETENCIES</u> |
|---|---------------------|---|--|
| MANAGERIAL | NF 4-5 | RECOMMENDED, PRIORITY 3: | |
| | GS 12-14 | Army Installation Management Course Army Logistics Management College Fort Lee, VA (3 weeks) | K001, K002, K111, A012 |
| | | TARGET: Managers | |
| | | Writing Effective Budget Justification OPM Regional Training Centers (1 week) | K008 |
| | | TARGET: Managers | |
| | | Budget Presentation and Justification OPM Regional Training Centers (1 week) | K009 |
| | | TARGET: Managers | |
| | | COMPETITIVE PROFESSIONAL DEVELOPMENT | |
| | | Army Management Staff College Fort Belvoir, VA (14 weeks) | K001, K018, K019, K020, K021, K022, K111, K112, A002, A005, A006, A012, |

TARGET: NF 4-5, GS 12-14
(GS 15 may apply by exception)

A015

EXECUTIVE NF 5-6
GS 13-15

MANDATORY, PRIORITY 1:

NONE

K001, K018, A002

CAREER
PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

EXECUTIVE NF 5-6
GS 13-15

MANDATORY, PRIORITY 2:

Director, Personnel and Community Activities Course

Community and Family Support Training Center
Falls Church, VA (3 weeks)

TARGET: Senior MWR Managers

K001, K003, K005,
K006, K007, K008,
K009, K012, K013,
K016, K017, K018,
K019, K020, K021,
A001, A002, A003,
A004, A005, A006

Labor Negotiations Seminar

Army Center for Civilian Human Resource
Management
Lancaster, PA (3 days)

TARGET: Senior MWR Managers

A012, S001, S003,
S006,

RECOMMENDED, PRIORITY 3:

Executive Seminar in Acquisition

K301

U.S. General Services Administration
Interagency Training Center
Arlington, VA 22215-0608 (3 days)

TARGET: NAF Contracting Specialists

Strategic Planning

A012

U.S. Army Management Engineering College
Rock Island, IL (3 days)

TARGET: Senior MWR Managers

**Labor and Employee Relations and Equal
Opportunity for Executives**

A012, S001, S003,
S006

Army Center For Civilian Human Resource
Management
Lancaster, PA (4 days)

TARGET: Senior MWR Managers

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

EXECUTIVE

NF 5-6
GS 13-15

RECOMMENDED, PRIORITY 3:

Total Quality Management for Executives

K018, K019, K022

U.S. Army Management Engineering College
Rock Island, IL (2 days)

A012

TARGET: Senior MWR Managers

COMPETITIVE PROFESSIONAL DEVELOPMENT

SENIOR SERVICE COLLEGE
National War College
Army War College
Industrial College of the Armed Forces
Fort McNair, VA (1 year)

TARGET: Senior Managers (GS 14-15) and NF
equivalent

A001, A002, A003,
A004, A005, A006,
A007, A008, and
knowledge of issues
associated with national
security

SENIOR
EXECUTIVE NF 6

MANDATORY, PRIORITY 1:

Center for Creative Leadership -
Leadership Development Program
Greensboro, NC (1 week)

A004

TARGET: New NF 6